U.S. ARMY WAR COLLEGE

KEY STRATEGIC ISSUES LIST

September 2003

FOREWORD

The U.S. Army continues to respond to the nation's security needs. In this past year, it conducted two of the most unusual campaigns in its long history. There are a host of strategic implications resulting from these experiences, some unique to the circumstances, some to be learned for the ambiguous future. The Strategic Studies Institute (SSI) provides the Key Strategic Issues List (KSIL) to focus the efforts of various researchers across the Army as they prepare studies to help the Army and the Department of Defense community better perform their many essential missions now and in the future.

SSI develops a draft list and then vets it with the rest of the Army War College, the Army Staff, Army Major Commands, and Army Component Commands. SSI evaluates proposed topics based on the criteria that they be key for the Army and landpower, strategic in focus, and broad enough to encompass many different research approaches. KSIL entries are described in general terms to allow researchers to modify or expand on the issues, utilizing their own special expertise and perspective to shape the analysis. While the general list is extensive, it is certainly not exhaustive. Topics are grouped by major headings and subject matter experts are identified in the sub-groupings.

Topics are grouped under points of contact assigned to SSI and are arranged by major headings and subordinate groupings. The SSI points of contact are not necessarily the topic sponsors, but having general oversight for the topic area, are able to recommend other topic sponsors or subject matter experts. Study issues that are more focused are presented at the end of this document and are grouped by submitting agency.

Academic papers prepared from this list should be forwarded to the major topic point of contact for possible forwarding to the appropriate commands or staffs.

It is particularly important today to conduct research and thinking that will foster a better understanding of the complex and uncertain security environment the United States and its Army now faces and will face well into the future. I commend the 2003 Key Strategic Issues List to you as you plan your research programs for the coming year.

DOUGLAS C. LOVELACE, JR.
Director
Strategic Studies Institute

KEY STRATEGIC ISSUES

GLOBAL WAR ON TERRORISM

POC: Dr. Stephen Biddle, (717) 245-4126
Stephen.Biddle@carlisle.army.mil

1. Global Strategy for the War on Terrorism

2. Strategic Implications of Applications of Military Force in the War on Terrorism

3. The Military and the Interagency Approach to the Global War on Terrorism

4. The Roles of Alliances and Coalitions in the War on Terrorism

5. Special Operations and the War on Terrorism:

    a. Developing and Employing SOF Regional Expertise

    b. Shaping Regional Battlespace through Psychological Operations

    c. SOF's Role in Deterring/Responding to Asymmetric Threats including the Absence of Formal Declaration of Hostilities

6. Identifying and Eliminating Sources of Anti-Americanism and Terrorism

7. Homeland Security Issues:

    a. Defining and Determining Requirements for Homeland Security

    b. Active and Reserve Components' Roles and Structure for Homeland Security

    c. The Military Role in Training and Equipping Federal, State, and Local Agencies for Homeland Security

d. NORTHCOM and The Department of Homeland Security: State of the Relationship

8. Impact of Increasing Force Protection Requirements on Power Projection and Force Employment

9. Crafting Rules of Engagement for Asymmetric Warfare including the Absence of Formal Declaration of Hostilities

10. Ethical and Legal Challenges in Asymmetric Warfare

11. Assessing the Threat from Biological, Chemical, and Radio-logical Weapons

12. Assessing the Threat from Conventional Mass-Effects Mechanisms

13. Neutralizing Biological Weapons Programs/Facilities

GLOBAL AND REGIONAL STRATEGIC ISSUES

POC: Dr. Steven Metz, (717) 245-3822
     Steven.Metz@carlisle.army.mil

1. The Impact of Globalization on U.S. National Security

2. The Impact of Operation IRAQI FREEDOM on U.S. National Security

3. Evolving Regional Security Arrangements in the North Africa and Middle East:

a. The Appropriate U.S. Role in Iraq

b. Assuring Iraq's Stability and Security

c. The Changing U.S. Military Presence in the Gulf

d. Israel and Palestine Security Issues

e. U.S. Strategy toward Iran

4. Evolving Regional Security Arrangements in the Asia-Pacific Region:

a. Balancing U.S. Security Interests in China and Taiwan

b. The Changing Japan-U.S. Security Relationship

c. The Impact of China's Growing Military Power on the Asia-Pacific Region

d. The Future of the U.S.-Australia Security Relationship

e. Security Concerns in Southeast Asia and Implications for the United States

f. North Korea's Intentions and Capabilities, Reactions and Responses

g. Changing Republic of Korea-U.S. Security Relations

5. Evolving Regional Security Arrangements in Sub-Saharan Africa

6. Evolving Regional Security Arrangements in Europe:

a. Army Roles in Future Balkan Security

b. Russia's Future Relationships with Europe and the United States: Cooperation or Competition

c. The Impact of Growing Muslim Populations on Western European Security Policy

d. The U.S. Military's Role in Eastern Europe

e. Reconfiguring the U.S. Military Presence in Europe

7. Evolving Regional Security Arrangements in Southwest Asia:

    a. Balancing U.S. Security Interests between India and Pakistan

    b. Improving Security Ties with India

    c. Establishing Stability and Security in Afghanistan

    d. The Implications of a Nuclear Iran

8. Evolving Regional Security Arrangements in Central Asia:

    a. Growing U.S. Security Interests in the Caucasus and Central Asia

    b. Russian-U.S. Competition in Central Asia

9. Evolving Regional Security Arrangements in Latin America:

    a. Effective Support of Colombian Security/Stability

    b. Developing a Partnership with Brazil, an Emerging World Power

10. Strategic Challenges within NATO:

    a. Russia's Relationship with NATO

    b. Implications of NATO Enlargement

    c. NATO's Role Out-of-Area

    d. The U.S. Role in NATO

    e. NATO's Relationship with ESDI

11. Defining and Attaining Success in the War on Drugs

12. Supporting and Integrating Regional Security Cooperation Plans

13. Identifying, Deterring, and Responding to Regional Asymmetric Threats

14. Future Army Roles in Stabilization and Reconstruction Operations

15. The International Criminal Court and Future American Military Operations

16. Strategic Implications of Historical Case Studies including Insurgencies, Nation-building, Peacekeeping, Terrorism, Partisan Movements, Organized Crime, and Transnational Organizations

MILITARY CHANGE

POC: Dr. Douglas V. Johnson, (717) 245-4057
 Douglas.Johnson@us.army.mil

1. Recognizing and Understanding Revolutionary Change in Warfare: Causes, Effects, and Implications

2. Predicting and Analyzing Future Warfare Trends

3. Transformation:

 a. Linking Army and Joint Transformation: Interpreting the Transformation Planning Guidance

 b. Alternative Paths for Transformation

 c. The Impact of Transformation on Operations with Allies and Coalition Partners

 d. Transforming OSD, the Service Secretariats, the Joint Staff, and the Army Staff

 e. Maintaining Army Institutional Support for Transformation

 f. Overcoming Technological, Budgetary, and Other Obstacles to Transformation

 g. The Role of the Army National Guard and U.S. Army

Reserve in Transformation and its Effects on AC/RC Integration.

    h. Transforming the Force Development Process

    i. Responding to Unexpected Technological Breakthroughs

    j. The Persistence of Fog and Friction in the Transformed Force

    4. Assessing the Requirements for Full Spectrum Land Force Dominance

    5. Evaluating the Mix of Heavy, Medium, and Light Elements in Future Forces

    6. Strategic Implications of Objective Force Operational Concepts

    7. Achieving Information Assurance

    8. Objective Force Vulnerabilities Resulting from Increasing Reliance on the Capabilities and Promise of Science and Technology

    9. Assessing the Characteristics and Requirements for Network Centric Warfare

    10. Objective Force Capabilities and Actual Force Structure Savings

    11. Lessons for the Future Force from Operation IRAQI FREEDOM

NATIONAL SECURITY STRATEGY/ NATIONAL MILITARY STRATEGY

    POC: LTC Antulio Echevarria, (717) 245-4058
              Antulio.Echevarria@carlisle.army.mil

    1. National Security Strategy and National Military Strategy:

a. Assessing the Bush Administration's National Security Strategy and National Military Strategy

b. Alternatives to the National Security Strategy and National Military Strategy

c. The Continuing Importance of Energy Resources for U.S. National Security and Its Impact on Strategy

d. Impact of International Treaties on the NSS and NMS

e. Updating National Security Legislation

f. Maintaining Strategic Balance while Conducting a Global War against Terrorism

g. Defining and Assessing Acceptable Strategic Risk

h. Maintaining Effective Deterrence

i. Reviewing the American Nuclear Posture

j. The Strategic Implications of American Unilateralism

2. Assessing QDR 2001 Decision Implementation:

a. Land Force Roles in QDR's Vision of Major Combat Operations against Enemy Attacks in Two Theaters in Overlapping Timeframes

b. Determining an Appropriate Force Sizing Paradigm for American Military Forces

3. Integrating Military and Nonmilitary Tools for Coercive Diplomacy

4. The Role and Future of U. S. Alliances and Coalitions

5. The Effect of U.S. Missile Defense on Allies and Potential Adversaries

6. Interagency Cooperation in Conflict Prevention and Resolution

7. Requirements and Responsibilities for Peacekeeping and Nation-Building

8. The Utility and Implications of Preemption and Changing Regimes as Elements of National Policy

9. Assessing the Use of Indigenous Opposition Forces as Policy Proxies to Include a Post-Conflict Environment

10. Assessing the Efficacy of Long Term, Post-Conflict Stability and Support Operations Requirements

LANDPOWER EMPLOYMENT

POC: LTC Raymond Millen (717) 245-4086
    Raymond.Millen@carlisle.army.mil

1. Achieving Information Superiority and Its Impact on Operational Capabilities and Concepts

2. The Army's Role in Space and Missile Defense

3. Defining and Assessing Emerging Operational Concepts, e.g., Effects-Based Planning, Rapid Decisive Operations, and Network-Centric Warfare.

4. The Army's Institutional Response to Asymmetric and Nontraditional Threats

5. Defeating Insurgencies: The Requirements

6. Reconciling Requirements of Multiple, Recurring Peace Operations with Warfighting Readiness

7. Integrating SBCT, Current, and Objective Forces with Each Other and Joint Forces in Training, Employment, and Sustainment

8. Strategic Implications of Trends toward Military Operations in Complex Terrain

9. Improving Operations between Conventional and Special Operating Forces

10. Linking Strategic Information Operations with Civil Affairs and Psychological Operations in a Theater.

11. Transitioning from Combat to Civil Stability to Nation-Building: How, By Whom, and When?

12. Force Protection in Dispersed/Distributed Combat Operations

LANDPOWER GENERATION AND SUSTAINMENT

POC: LTC Brent Bankus, (717) 245-4073
　　　Brent.Bankus@us.army.mil

1. Changing Requirements for Mobilization

2. Globalization and Reductions in the Military-Industrial Base

3. Planning and Implementing Base Closures

4. Overcoming Anti-Access and Area-Denial Strategies

5. Planning for Operations in Areas with Primitive and Austere Infrastructures

6. Power Projection, Pre-positioning, and Forward Stationing Tradeoffs

7. Planning to Fight and Win Protracted Wars

8. Impact of Army Support to Other Services, Agencies, and Coalition Partners

9. Impact of Civilian Contractors on the Battlefield

10. Linking Spiral Development Acquisition Process and Doctrine Development

11. The Impact of Span of Control, Span of Command, and/or Span of Complexity on Echelonment

12. Army Support to Standing Joint Task Forces

13. Brigade Deployments: Benefits of Navy-Like Task Force Deployment Cycles

14. Providing the Platforms for Just-In-Time Logistics

15. Medical Support for the Objective Force and Future Wars

16. USMC/U.S. Army Complementarity

FORCE MANAGEMENT AND LEADERSHIP

POC: Dr. Leonard Wong, (717) 245-3010
Leonard.Wong@carlisle.army.mil

1. Impact of High PERSTEMPO on Retention and Readiness for Active and Reserve Forces

2. Unique Doctrine, Training, Leader Development, Organization, Materiel, and Soldier Systems Requirements for Expeditionary Operations

3. Creating Effective Forces and Doctrine for Security Cooperation, Assurance, Dissuasion, and Deterrence

4. Developing Soldiers and Leaders for the Future Force

5. Changes in the Warrior Culture

6. Reexamining Total Force Policies and AC/RC Roles, Responsibilities, OPTEMPO, and Apportionment

7. Maintaining Quantity and Quality in Recruiting and Retention

8. The Growing Gap between Civilian and Military Cultures

9. Civil Control of the Military in the 21st Century

10. Identifying, Managing, and Sustaining the Army's Intellectual and Technological Talent

11. Assessing the Role of Women in the Military

12. The Status of the Army as a Profession

13.   Sustaining Public Support for the U.S. Armed Forces

14. How the Army Develops and Responds to "Lessons Learned" from Past Experience

15. Obtaining Joint Synergy despite Different Service Cultures

16. Assessing Future Leaders

17. The Role of IRR, IMA, and Retirees

18. Supporting the Well-being of the Force

19. Establishing a Culture of Innovation

STRATEGIC STUDIES INSTITUTE SUBJECT MATTER/
REGIONAL EXPERTS

Analyst	Topic	(717) 245-
LTC Brent Bankus *Brent.Bankus@us.army.mil*	Landpower Generation and Sustainment (Reserve Components)	4073
Stephen Biddle, PhD *Stephen.Biddle@carlisle.army.mil*	Global War on Terrorism	4126
Stephen Blank, PhD *Stephen.Blank@carlisle.army.mil*	Former Soviet Union States	4085
LTC Antulio Echevarria, PhD *Antulio.Echevarria@carlisle.army.mil*	National Security Strategy/National Military Strategy	4058
Douglas Johnson, PhD *Douglas.Johnson@us.army.mil*	Military Change	4057
Max Manwaring, PhD *Max.Manwaring@carlisle.army.mil*	Western Hemisphere/ Latin America	4076
Steven Metz, PhD *Steven.Metz@carlisle.army.mil*	Global and Regional Strategic Issues (Director of Studies)	3822
LTC Raymond Millen *Raymond.Millen@carlisle.army.mil*	Landpower Employment (Europe)	4086
Andrew Scobell, PhD *Andrew.Scobell@carlisle.army.mil*	Asia-Pacific	4123
Andrew Terrill, PhD *Wallace.Terrill@carlisle.army.mil*	Middle East/North Africa	4056
Leonard Wong, PhD *Leonard.Wong@carlisle.army.mil*	Force Management and Leadership	3010

Deputy Chief of Staff, G-1

POC: Dr. Michael Drillings (703) 695-2112
drillingsm@hqda.army.mil

1. Child Support, a Family Nonsupport Issue

2. Unit Manning Initiative: Impact, Costs, Benefits, Disadvantages, Alternatives

3. Command Selection List (CSL) Commands—Determining the Appropriate Number and Type

4. Rear Detachment Size: Managing Those Staying Behind

5. Human Resource (HR) Core: Formulating a Professional Development and Education (PDE) Model for HR Leaders

6. Army eHR and DIMHRS for the Objective Force: Examining Challenges of Casualty Reporting and Strength Accounting

Deputy Chief of Staff, G-3

POC: MAJ Robert Bateman
robert.bateman@hqda.army.mil

1. Assessing The 1-4-2-1 Force-Sizing Construct to Achieve the Goals of the NSS and DS

2. Evaluating the Long-Term Effect of the Use of Airpower as the Predominant Supplier of Joint Fires in Support of Ground Combat Operations

Office of the Chief, Army Reserve

POC: Mr. Mark Gerner (703) 601 - 0618
mark.gerner.calibre@ocar.army.pentagon.mil

National Guard Bureau

POC: LTC Mark Christensen (703) 607-7030
mark.christensen@ngb.army.mil

1. Determining the Proper Capabilities of the RC

2. Homeland Security and the Federal Reserve

3. The U.S. Army Reserve Peace Corps

4. The Interaction of Employers, Families, and the Reserve Component during Times of Repeated Mobilization

5. Linking the NSS to Theater Strategies, through the Army Reserve

6. Reserve Components as Means for Stabilization and Reconstruction

7. Wars of Prevention and Wars of Preemption: Where the RC Fits

8. Concept for a Joint Logistics Command

9. Nation Building: The Roles of the Army Reserve

10. The Army Reserve as a Force Protection Capability

11. Determining the Feasibility of a Single Reserve Component

12. Determining the Need for Multifunctional Soldiers

13. Logistics Warrior: A Soldier's Ethos and Professional Logisticians

14. A Pathway to Cohesion: The IRR and Regiments

15. Examining the Necessity of a Draft for the RC

Eighth United States Army

POC: COL Dwight Raymond
raymonda@usfk.korea.army.mil

1. Global War on Terrorism:

   a. Interagency Coordination Protocols

2. Global and Regional Strategic Issues:

   a. Impact of Japan's New Regional Military Role and Strategy

   b. U.S. Security Strategy if Korea Unifies

   c. ROK-U.S. Interagency Coordination during Conflict

   d. Destabilize North Korea to Generate Collapse, or Strengthen Peninsula Stability?

   e. ASEAN's Potential as a Stabilizing Influence in NE Asia

   f. ROK Choices and Priorities: Economics, Security, or Reunification?

   g. U.S. Exit Strategy from Korea

3. Military Change:

   a. Maintaining Interoperability with Allies

   b. JOPES/TPFDD Obsolescence

U.S. Army South

POC: COL Dan Meyer, DSN 421-6340
dan.meyer@samhouston.army.mil

1. Regional Security Arrangements in Latin America:

a. Strategy for Andean Security

b. Support of Colombian Security

c. Developing a Partnership with Brazil, an Emerging World Power

2. Integrating North American Defense with Canada and Mexico

3. Defining and Attaining Success in the War on Drugs

4. Regional Asymmetric Threats

5. Role of the OAS and Inter-American Defense Board in Hemispheric Security Cooperation and Interoperability

U.S. Army Training and Doctrine Command

POC: MAJ Kirk Taylor (757) 788-4927
        kirk.taylor@us.army.mil

1. The Incorporation of Current and Stryker Requirements/Actions into Ongoing Transformation Initiatives

2. Moving beyond Joint Interoperability to Joint Interdependence

3. Strategic Communications to Accelerate Army Transformation

4. The Politics of Allies—The U.S/Turkish Relationship Post-Operation IRAQI FREEDOM

5. Warfighter—Machine Interface—When to Keep the Human in the Loop?

6. Achieving Joint and Multinational Interoperability—Reconciling the Haves and Have Nots

7. Integrating Army Airspace Command and Control in a Joint Context

8. Eliminating Fratricide—Solutions for Joint Force Combat Identification

9. Providing Adequate Communications Bandwidth in the Information Age

10. Training Environment (L-V-C) Integration and Linkage to Joint Training Capabilities

11. Implementation of the Future Force Soldier Model and the Impact on Initial Military Training

12. Implementation of the Future Force Leader Development Model and Transformation of the Professional Military Education System

13. Implications and Trade-offs for Becoming a Future Force of Multiskilled Soldiers.

14. Training Strategies to Prepare Future Land Forces to Exercise Land Power Mobilization and Deployment

15. Shaping Training Capabilities to Sustain Full Spectrum Land Force Dominance

16. Transforming and Modernizing the Training Support Infrastructure

17. Leadership and Training in the Objective Force Operational Concept

POC: COL Peter Limoges (757) 788-2221
limogespm@monroe.army.mil

18. The Impact on the Civilian Employers of the Army National Guard and U.S. Army Reserves Resulting from Mobilization

19. Providing Compensation to the Civilian Employers of the Army National Guard and U.S. Army Reserves

20. Ensuring the Army National Guard and Army Reserves Are Linked to Joint Training Exercise Planning via the Joint Training Information Management System (JTIMS)

21. Transforming the AC/RC Force Structure for Current and Future Operations

POC: MG Michael Vane DSN 978—1605
Michael.Vane@emh10.bliss.army.mil

22. How Should PPBES Change Based on Systems of Systems Approach?

23. Role of ARSTAF and PEGs in Systems of Systems Approach to Warfighting: Should Resource Efforts Change?

24. How Can We Achieve True Interoperability with Coalition and Allies with Ever Increasing Gaps in Technology?

25. What Should Be the Army's Role with STRATCOM?

POC: MG Robert Mixon (757) 788-2029
robert.mixon@us.army.mil

26. Defining the Scope of the Tactical Network to the List

POC: Mr. Phillip Casey (757) 788-3320
phil.casey@us.army.mil

27. Impact of Information Technology on Collaborative Planning and Decisionmaking Processes

POC: COL Julie Trego Manta (757) 788-5048
julie.manta@monroe.army.mil

28. Military Human Resources Support for the Future Force

29. The Well-Being of the Multiskilled Soldier

30. Achieving Jointness in Human Resources

31. Achieving Jointness in Military Compensation Systems

32. Compensating the Soldier of the Future Force

POC: BG Brian Geehan (757) 878-4801
brian.geehan@us.army.mil

33. Transforming Army Logistics to Support the Future Force

34. Intermodalism: Will We Ever Get There with the 463L Pallet or Are We Condemned to Break-Bulk Operations for Another 40 Years?

35. The Army's Regional Flotillas and the Navy's Sea Basing Concept: What is the Ideal Mix?

36. Commonality between Light, Medium, and Heavy Tactical Wheeled Vehicles: A Bridge Too Far?

37. Ground Transportation Capabilities Needed for the Future Force

38. Supporting the Future Force with Current Sustainment Force Structure and Equipment: Can Transformation Happen?

39. Establishment of a Logistics Corps to Support the Future Force: Advantages and Disadvantages

40. Intergrating Army Logistics in Future Joint Contingency Operations

41. Army Distribution Management Operations for Unit of Action (UA) and Unit of Employment (UE) to Sustain Future Force Contingency Operations

42. Transforming and Deploying of the Army under the Joint Deployment, Employment and Sustainment (DES) Concept

43. Establishing Department of Defense Policy for Intransit Visibility from CONUS to the Area of Operations

POC: Mr James Stensvaag (757) 788-5438
james.stensvaag@monroe.army.mil

44. The Impact of Land Warrior (Future Warrior) Individual Fighting Systems on Future Operations

45. The Effect of Transformation Initiatives on the Existing CTC Program

POC: MG Terry Juskowiak (804) 734-1542
terry.e.juskowiak@us.army.mil

46. Land Power Generation and Sustainment— Condition-Based Logistics Planning Data—The Key for "Right-Sizing" the Objective Force Sustainment Structure

47. Military Change: DS/DS and OEF/OIF Lessons Learned; What Was Repeated and Why?

48. Military Change or Force Management and Leadership: AC/RC Mix for Optimizing Deployment and Effectiveness

49. Land Power Employment: Interagency Synchronization by Type Operation

50. Force Management and Leadership: Analysis of Transformation by Component; Its Impact on DOTMLPF

51. Military Change or Force Management and Leadership—DOD's Joint Capabilities Integration and Development System (JCIDS)—Return on the Investment?

52. Military Change or Force Management and Leadership—A Joint Logistics Corps and LOGCAP to Meet Defense Planning Guidance—Is There Benefit?

53. Military Change or Force Management and Leadership: The Role/Relevance/Value of 7 Army Combat Service Support Branches in a Smaller Objective Force Army

54. Military Change—Distribution Management in a JIM Environment—The Cultural Obstacles and Paradigm Shifts That Must Occur

55. Military Change: Optimizing Force Protection for Units/Contractors

56. Land Power Generation and Sustainment: Optimizing Management/Control/Visibility of Contractors on the Battlefield

57. Land Power Generation and Sustainment: Reconstitution Needs on Future Battlefields

58. Land Power Generation and Sustainment: Organizing for RSOI in the Future Force

59. Land Power Generation and Sustainment: Configured Loads—Resource Implications for Building CL in Theater, including Recovery and Retrograde of Unused Materiel

60. Global and Regional Strategic Issues: Optimization of Sustainment in APS Stocks

61. Land Power Generation and Sustainment: Synchronizing Sustainment in the Deployment Flow

62. Merging Deployment, Employment and Sustainment for More Responsive Capabilities

63. Sustaining Operations, to Include All Title X Responsibilities, in a JIM Environment

64. Challenges in Sustaining Army Current, STRYKER, and Future Forces Simultaneously, to Include LCOP Integration

65. Challenges in Class IX Sustainment: What's Emerging as One of the Greatest Problem Areas of OIF

66. Communication Challenges of a Logistics Common Operating Picture

67. Sustaining Operations with a 2-Echelon Constraint

POC: LTC Kendal Cunningham DSN 978-1188
kendal.cunningham@bliss.army.mil

68. What Military Organization within the Joint Forces Is Best Suited to Coordinate and Orchestrate Operational Security at the Strategic and Operational Levels of War?

69. Battle Management of the Ballistic Missile Defense System (BMDS): Implications of Cross-COCM Defense

70. Cruise Missile Defense of the United States

71. The Effects of Electromagnetic Interference (EMI) on a Noncontiguous Battlefield

POC: LTG Dennis Cavin (757) 788-2210

Dennis.Cavin@us.army.mil

72. USAR and NG: What is the impact of the increased use of reserve forces (to supplement active duty deployments) on soldiers' choice to transition to TPU units vice the IRR when leaving active duty?

73. Instilling the Warrior Ethos in the Army: How do we overcome decades of branch entrenchment to produce a single Army culture?

74. Basic Combat Training and Advanced Individual Training: Do they need an overhaul? If major changes are required, what should those improvements be?

75. Enlisted and Officer Accessions and Unit Manning: How do we transform the process and convert to primarily organization manning vice individual replacements? How does this affect recruiting and initial military training?

76. Officer Retention: How does the Army better retain West Point, ROTC scholarship, technical-degreed, top 50 university/ college graduates past ADSO? Are incentives such as station of choice, advanced civil schooling, and cash bonuses adequate, realistic, or effective?

77. Single Parent Households: What are the direct and indirect impacts of single parent households on the Army when considering initial military training and continued service?

78. Technical Skills: How necessary are technical degrees, such as engineering, physics, chemistry, etc., for junior officers? What university/college-trained attributes are needed for success as a newly commissioned officer? What are the true educational requirements by branch?

79. Language and Culture: Some analysts have indicated that the Future (AKA Objective) Force will require more language skills and increased cultural sensitivity. How should the Army proceed to make this a reality?

80. Basic Combat Training: BCT attrition among female soldiers is higher than their male counterparts. Should the army return to male BCT and female BCT of differing lengths and/or programs to reduce attrition?

81. Department of the Army Civilians: Should the Army consider offering DAC positions as an alternative for those officers who are not commissioned into the Active Army?

U.S. Army Special Operations Command

POC: Mr. Gary B. Barrett (910) 432-7160
gary.b.barrett@us.army.mil

1. Homeland Defense and the Effects of Mass Casualties

2. Winning the War: The Effects of Mass Casualty Generating Weapons on the Tactical Campaign

3. Unconventional Warfare: Age-old Art/Method of Warfare; New Enemies in an Age of Digital Technology

4. Medical Support for the Objective Force: Conventional and Unconventional (ARSOF) Operations

5. Operational Impact on Detaining and Prosecuting Individuals Suspected of Committing Terrorist Acts

6. Use of Nonstandard Uniforms in Asymmetric Warfare

7. Back-up Systems for Just-in-Case Logistical Contingencies

8. Planning Logistics: Analyzing Strategic and Inter-theater Distribution

Military Traffic Management Command

POC: Mr. Charles D. Furgerson (757) 878-8083
  furgersond@mtmc.army.mil

1. Assess Feasibility of Establishing a Single Command Responsible for Surface Deployment and Distribution

2. Elimination of Separate Peacetime and Wartime C2 for RC Logistics Units

U.S. Army Space And Missile Defense Command

POC: Mr. Tony Moreno (703) 607-1889

1. Impact of Northern Missile Defense on the Command and Control of USNORTHCOM and NORAD

2. Impact of Proliferation of Cruise and Ballistic Missiles on National Security Strategy

3. Impact on the Regional Combatant Commanders of the Assignment of New Global Missions to USSTRATCOM

4. Impact of Space on the Objective Force

5. Impact of National Missile Defense on National Security Strategy

6. Impact of Unified Command Plan Change 2 on National Military Strategy

7. The Role of Information Operations in Campaign Planning

U.S. Military Academy

POC: LTC Buck Buchanan (845) 938-6320
      zc5355@usma.edu

1. Latin America and the Global War on Terrorism:

    a. Links between Terrorist Groups and Organized Crime, Drug Traffickers, Smugglers

    b. Determining the Center of Gravity of Terrorist Groups

2. North Africa and the Middle East:

    a. Determining the Relative Importance of Religion, Ethnicity, Tribe, and Politics for Organizations and Individuals

    b. Arab Nations Stabilizing Iraq: Future Relationship among Turks, Kurds, and Iraqis

3. The Extent of Al-Qaeda Activities in Southeast Asia

4. Sub-Saharan Africa:

    a. The Role of Oil on Stability in the Region

    b. Impact of Nontraditional Threats: (e.g., AIDS, Environmental Degradation)

5. Central Asia: U.S. Military Efforts in Afghanistan and Effects on Iraq

6. NATO and the EU: Capitalizing Strengths

7. Nation or State-building:

    a. Creating a Civic Identity That Transcends Local, Ethnic, Tribal, Religious Identities

    b. Leveraging International Organizations, NGOs, and Coalition Partners

c. Organizing for Political and Economic Development

d. Anticipating Legitimacy of Military and Indigenous Leaders and Courses of Action for the Former Leaders of the Country

8. Mass Media and the Military

9. Social and Psychological Implications of a Digital Military

10. Diversity in the Army

The Directorate for Operations, J-3

POC: COL Thomas Z. Napier (703) 695 – 0370
thomas.napier@js.pentagon.mil

1. Requirements for Strategic Command and Control Capability

2. Balancing Privacy and Security for U.S. Citizens during the Global War on Terrorism

3. Impact of Technology on Traditional C2 Processes, Methodologies, and Organizational Structures

4. DoD Netcentric Data Sharing Strategy—Changing the Paradigm

5. Homeland Security C2 Process: Relationship between NORTHCOM and DHS

6. Developing an Information Campaign to Counter Islamic Extremism

7. Countering Extremism in Indonesia

8. Increasing Security Ties with Philippines

9. Vulnerability of Sealift to Asymmetric Threats

10. Impact of Operation IRAQI FREEDOM on AC and RC Recruitment and Retention

The Directorate for Strategic Plans and Policy, J-5

POC: LTC Phil Jones (703) 614-5788
          philip.jones@js.pentagon.mil

1. Security Strategy for the Western Hemisphere

2. India / Pakistan Long-Term Strategy

3. North Korea Strategy

4. U.S. Government Policy towards New Zealand—The Nuclear Issue

5. U.S.-Ukraine Mil-Mil Relations

6. U.S.-Russia Strategic Relations

7. Northeast Asia Strategy

8. European Union Relations

9. Security Strategies for Reducing Violence in the Afghan-Pakistan Tribal Areas

10. U.S.-Caucasus Looking to the Southeast

11. Islamic Extremism/Arch of Instability

12. The Role of Alliance in the Future of U.S. National Policy

U.S. Central Command

POC: LTC James P. Herson (813) 827-4320
  hersonjp@centcom.mil

1. Theoretical considerations about insurgency, terrorism, partisan operations, organized crime, nation-building, peacekeeping, and on the interactions among them.

a. What is the nature of anti-coalition violence (in historical and doctrinal terms) in Iraq and Afghanistan?

b. What models are relevant to current operations and problems in the AOR?

c. What are the operational and strategic levels of insurgency/counterinsurgency? What is the role of a headquarters like CENTCOM in waging a counterinsurgency? What are keys to success at the operational/strategic levels?

d. What are the sources of insurgent/terrorist organizations' strength and how does one attack them at the tactical, operational, and strategic levels?

e. Insurgencies and counter-insurgencies to study might include Afghanistan (against the Soviets and British), Iraq (against the British in the 1920s), Algeria (against the French), Northern Ireland, Vietnam, Philippines, Malaysia.

f. What are the bureaucratic impediments to nation-building efforts and can they be reduced by improvements in organization or alternative allocations of resources? How might changes in organization or distribution of resources enhance efforts in Afghanistan and Iraq?

g. Consider terrorism as having two major components. One is the sort of low-level terrorism one sees in Iraq and Saudi Arabia today, and one also saw in the Intifadah, in Jewish terrorism in the 1930s, and in IRA activities in Northern Ireland. The other is the sort of high-level terrorism of al-Qaeda, the IRA in England, etc. Examine both types and explore the interconnections between them. What are the sources of strength for terrorist organizations and how

does one develop the intelligence necessary to attack those sources of strength?

      h. Consider the transnational nature of terrorist organizations. How are terrorist organizations similar or dissimilar to other transnational organizations? Consider the resistance movements during World War II, the Pan-Turanist movement of the early 20th century, the original conception of the Ba'ath Party, the international Communist movement, etc. What do the similarities and dissimilarities tell us about how we can exploit organizations' weaknesses and protect ourselves and our friends against strengths?

      i. What is the nature of organized crime in the region? How might Central Command contribute to the fight against organized crime? Are experiences fighting criminal activity in places like Colombia, Chechnya, and Kosovo relevant? If so, what should we learn from those experiences and how might CENTCOM apply those lessons?

   2. Interactions within the AOR. What is the impact of U.S. operations on other states/non-state actors within the AOR?

      a. Consider the flow of terrorists/mujahidin across the AOR and within the subtheaters and its implications for U.S. strategy and policy. Address questions such as: Would a larger U.S. military effort in Afghanistan affect the situation in Iraq?

      b. What is the relative importance of religion, ethnicity, tribe, and politics for individuals and organizations? How does that importance change over time and how does it vary across the AOR? What are the unique elements of tribal societies and tribal organization that we must understand to succeed in rebuilding successful polities in such societies? What are the prospects for developing democracy in tribal societies and how does one go about it?

      c. Where are the "fault lines" in our fight against terrorism and how can we eliminate them?

      d. How can Arab nations in the region contribute to the effort to stabilize Iraq?

e. How have terrorist organizations responded to the coalition effort to build a stable, representative government in Iraq?

f. What is the effect of Operation IRAQI FREEDOM on Turkey, Iran, Syria?

g. What are likely scenarios for the future of Iran and what threats do those scenarios pose to peace and stability in the region? How might CENTCOM shape and/or respond to those scenarios? Consider the same question for other countries such as Saudi Arabia, Ethiopia, and Somalia.

h. Consider Somalia as occupying a pivotal position in the war on terrorism in the Horn of Africa. What are the chances of a federal government being established and imposing a measure of stability? Can the U.S. shape or influence that effort? What will be the impact of future events in Somalia on its neighbors and the region?

i. What is the long-term prospect for Kurdish-Turkish relations and what is the likely effect on the future of Iraq? Within, Iraq, what is the future of Kurdish-Arab relations? How will policies affect the likelihood of conflict and what alternatives might lessen the changes of instability?

3. International Forces. What lessons can we learn from the example of other international forces in peacekeeping and nation-building operations?

a. Consider lessons from recent coalition experiences such as Somalia/Bosnia/Kosovo, as well as others such as occupied Germany and Austria. What observations and lessons are relevant to on-going efforts in Afghanistan, Iraq, and the Horn of Africa?

b. Evaluate command and control relationships in previous coalition operations and how they contributed to success or impeded efforts. How are those observations relevant to coalition command and control in the CENTCOM AOR?

c. Consider and identify problems of using international forces, not only interoperability and unity of command issues, but also governance issues. How do these relate to current or anticipated

problems in Afghanistan or Iraq and how do we solve or prevent those problems? How do coalition politics enter into efforts to keep the peace or build nations and how do we minimize associated degradation in effectiveness?

      d. In Iraq, how will the introduction of international forces affect intelligence collection and how might we compensate for any degradation?

    4. Nation-building and peacekeeping. How do we overcome the obstacles to establishing legitimate, representative governments in Iraq and Afghanistan?

      a. Consider Iraq and Afghanistan as regions encompassing various different groups. How do we create a civic identity that transcends local identities and how are our policies affecting that long-term goal?

      b. Consider Iraq and Afghanistan as former totalitarian regimes making the transition to democracy. Look at the record of other such experiments: Russia, Eastern Europe, Yugoslavia, Albania, etc. What are the relevant lessons? What problems can we expect and how can we minimize those problems?

      c. Consider peacekeeping experiences in places such as Bosnia, Kosovo, Somalia, Macedonia, and the Sinai with an eye toward what we should and should not take from those experiences.

      d. What is the interaction between security and political/ economic development and how might we organize to integrate those efforts? Consider previous initiatives such as USMC combined action platoon initiative in Vietnam and relate observations about those experiences to current efforts such as the Provincial Reconstruction Teams in Afghanistan.

Second Fleet and Striking Fleet

POC: CDR Pat Shea, (757) 444-3006
      sheap@secondflt.navy.mil

1. Joint Combat Identification: Sorting the Battlespace

2. Commanding the Joint Force from the Sea: Future Maritime Command Platforms and their Role in Immature Theaters

3. Coalition Interoperability: Achieving the Common Operating Picture in a Shared Intelligence Environment

4. NATO Response Force: Preparing the United States for the Allied Response

5. Joint Intelligence, Surveillance, and Reconnaissance: Integrating our Effort for Information Dominance